

21 February 1974

MEMORANDUM FOR: Director of Communications
Director of Finance
Director of Joint Computer Support
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training
Chief, Information Systems Analysis Staff
Chief, Historical Staff

SUBJECT : Final Report of the Management Conference
of 1973

25X1 Attached for your information is a copy of the
Final Report of the Management Conference which was held
[redacted] on 23 - 25 September 1973.
Although this was primarily an MG Career Service Conference,
the scope of some of the recommendations extend beyond the
MG Career Service.

[redacted] 25X1
Career Management Officer
Management and Services Directorate

Attachment

Distribution:

Orig - D/CO
1 - ea addn'l adse
✓ 1 - DDM&S subj w/cy of att
1 - DDM&S chrono
1 - CMO/DDM&S w/cy of att

25X1 CMO/DDM&S [redacted] pao (21 Feb 74)

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FINAL REPORT
OF THE
MANAGEMENT CONFERENCE
23-25 September 1973

25X1 1. The Management Conference was held [redacted] 25X1
[redacted] on September 23, 24 and 25, 1973. The conference was organized into six work panels with two panels working on each of three major areas: (1) What should be the future direction of the MG Career Service? (2) What should be the role of the M&S Directorate for the future? (3) How do we prepare the MG Careerist for his future role? Each panel had several subtopics which were designed to encourage and give direction to the panel discussion.

25X1 2. The conference commenced with a report from [redacted] 25X1
[redacted] on the results of our attitudinal survey. This was followed by some remarks from the Deputy Director for Management and Services. Later in the evening the A/DDM&S reviewed the recommendations of the 1971 Support Conference and indicated related actions that were taken or were being taken. He also gave a briefing on the status of the career service.

3. The panels started their work Sunday evening (23 Sept.) and the first panel report was presented at 3 p.m. on Monday and presentations and discussions of all subject areas continued until lunchtime on Tuesday. Following lunch the Career Management Officer spoke to the attendees about the new evaluation system and general career service matters. Following remarks by an SOAG representative and a resume of the conference by the Agenda Chairman, the DDM&S made concluding remarks and declared the conference closed.

4. Following are brief statements of the recommendations developed during the conference. If required, more details regarding these recommendations are contained in the final panel reports which are available for review in the CMO's office. Additional clarifying remarks are contained in the conference resume which was reduced to writing and distributed to all careerists.

5. The recommendations follow:

[redacted]

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A. It is recommended that the MG Career concept be retained and broadened in the M&S Directorate. Non-specialist positions throughout the Directorate should be absorbed into the MG service and interested and qualified personnel from the other M&S disciplines should be brought in to fill the increased T.O. This will permit rotational assignments in all M&S disciplines to broaden the MG Careerist's background.

B. While a great deal of the career planning effort rests with the individual, an effort should be made by the Office of the CMO to aid the individual careerist in developing a realistic long range plan of training and developmental assignments. A well defined Career Development Program might be established for personnel GS-9 through GS-13.

C. Directly related to the above recommendation is a felt need to augment the Staff of the CMO. The augmentation of the Staff should be for the purpose of providing technical support; i.e., training, reports, studies, etc. This will free the CMO and ACMO for the kind of consultative support required by the MG Careerist.

D. In recognizing the importance of training, to the development of the careerist, it is recommended that a "flying squad" be established. This squad would be used primarily to free headquarters and field officers for much needed training. The squad could also be used as a pool for emergency assignments. A tour on such a squad could provide invaluable developmental experience for a careerist.

E. If future staff reductions are required, it is recommended that the results of the evaluation system currently used by the MG career service be used to identify the less productive employees for possible selection out.

F. Clericals are an integral part of the MG Service and should be given guidance and direction as is done for the professionals. If this cannot be accomplished within the present framework of the CMO, then a separate officer should be appointed to meet this need.

G. It is recommended that rotational assignments between the MG Service and the offices within the DDM&S be on a one for one basis. This would help the MG CSGA and promotional headroom.

H. Consideration should be given to changing the MG Career Service entry level to GS-12. Positions below this level should be returned or assigned to other offices within the DDM&S. These positions could serve as training/developmental assignments for those who are interested in and have the potential for generalist service.

I. Headroom within the DDM&S should be managed at the Directorate level (down to grade GS-11) as in the M Career Service. However, the different offices within the DDM&S could still maintain separate allocations of average grade and positions (CSGA).

J. A climate should be created or enhanced that encourages innovation and change. Recognition should be given for constructive changes that are suggested and/or made.

K. Where possible younger or lower graded officers of promise should be assigned to positions that are two grades above their own grade. This will test the officers and will provide the "stretching" that is needed to prepare them for their future responsibilities.

L. A systematic review of all MG positions should be accomplished. This would help to insure proper grading and staffing and would identify positions that require improved "job content".

M. It is recommended that a panel representing DDM&S management and the various offices of the DDM&S be formed to review delegations of authority with the aim of delegating to the lowest possible operating levels. This panel could also consider the question of giving financial certifying authority to qualified MG careerists where needed.

N. More ADP training should be provided for M&S officers, analysts, and clericals in the following areas:

1. Analysis and formulation of user requirements for support and administrative systems;
2. Data base management - data input and control of computer applications;
3. Use of on-line terminals and computer inquiry languages.

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O. High priority movement should be continued in the EEO area by providing training, assignment opportunities, and advancement for women and minorities without lowering the current quality standards.

P. Many of the functions currently performed by the SSA should be considered for delegation to the DDO Division level. These functions might include control of parking allocation, control of representation allowances, review of audit reports, and certain special travel approving authorities.

Q. It is recommended that the existing talents within the M&S Directorate be cataloged and that a mechanism be established to distribute and exploit these talents. This will also assist in determining talents we should seek through both external and internal sources.

R. To avoid double jeopardy, future Agency personnel cuts should be levied by career services and if a directorate cuts an M&S position the cut should be credited to the M&S.

S. Increased efforts should be made to discover what other government agencies and private industry are doing that might be adopted for Agency use. This can be accomplished through participation in joint activities, attendance at external courses, participation in special programs such as the President's Executive Interchange, recruitment of selected experts and specialists, use of outside consultants, and continuing encouragement for further education.

T. To make better use of our training dollar it is suggested that we look at already committed training programs to determine if the instructor(s) can remain over the scheduled running of a course and open it to MG's either after hours or on weekends. We might also consider using the funds we currently use to send one person to Harvard to bring an instructor from Harvard to Headquarters and make him available to a group.

U. It is recommended that we make use of the sub-panel system to evaluate the executive potential of officers at the GS-13 through GS-15 level.

V. To improve communications it is suggested that a quarterly meeting be held in the Agency auditorium, chaired by the DDM&S with some of his office heads present on a continuing

or rotating basis. Specific subjects should be scheduled for discussion, but an exchange of views and open discussion should also take place.

W. The establishment of senior/junior work groups to deal with substantive specific tasks should be considered. These would be set up on an ad hoc basis and would give the junior officers an opportunity to work with and learn from more senior officers and improve communications between the two levels.

X. Letters of Instruction for all MG careerists should be written by their supervisors and reviewed with the careerists. The LOI's should contain measurable goals and should cover a specific period of time.

Y. A review should be made of specialists in the MG service to determine whether it would be more appropriate to establish separate career services for certain ones (such as Records Management personnel) or at least separate sub-career service panels.

Z. The following sources should be considered for future MG staffing:

1. Encourage the functional offices within the M&S Directorate to develop or expand co-op student programs to prepare prospective staff employees for MG service. Perhaps students could be rotated between offices on a semester basis.
2. Renewed use of the CT program.
3. Identify prospective candidates in the summer intern program.
4. Direct hire (lateral entrance) from industry, other government agencies, and from academia.
5. Convert qualified sub-professionals to professional status.

Respectfully Submitted



Chairman, Agenda Committee

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Agenda Committee Members:



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